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**WELL-BEING AND JOB SATISFACTION
OF EMPLOYEES AGED 50+,
PERCEIVED ORGANIZATIONAL SUPPORT
FOR DEVELOPMENT AND INNOVATION**

Companies all around Europe are experiencing an increase in the average age of their staff who remain professionally active even after reaching the retirement age. As a result, organizations are increasingly expected to support workers into their senior years. In turn, HR specialists and managers ought to understand the motivations and needs of employees aged 50 and above, especially in terms of encouraging innovative attitudes and facilitating the sense of well-being and satisfaction. This study aimed to determine whether organizational support in the areas of employee development and innovation, as perceived by employees aged above 50, may have an impact upon their levels of work satisfaction and overall well-being. The Partial Least Squares (PLS) approach was applied to reveal the relationships between two specific facets of perceived organizational support, job satisfaction, and well-being. The presented results herein are expected to contribute to HR managers' improved understanding of the value and importance of senior employees, and to encourage them to adopt more effective HR measures and practices aimed at keeping such workers satisfied and healthy at work, as well as rendering them more involved in their jobs and open to innovation¹.

Keywords: Innovative companies, age, employee well-being, job satisfaction, personal development, perceived organizational support

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1. INTRODUCTION

Given the current demographic situation, the fact that employees may be required to postpone their retirement may be anticipated (Nushke, 2011; Muller-Camen et al., 2011, Phillips and Sui, 2012). The search for young

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applicants will become considerably more difficult, while the management of qualified and competent workforce will entail higher costs due to its relative scarcity on the labour market. Although currently employers' activity with regard to identifying and implementing solutions to facilitate the professional capacity of senior employees remains significantly low, organizations will be increasingly dependent upon elderly staff (Van Dalen et al., 2009). In this context, one has to consider the question of the actual impact relevant HR practices have upon elderly workers' well-being and satisfaction, which ultimately conditions the ability to fully use their professional potential.

Indeed, work-life balancing policies facilitate organizational attachment by boosting organizational commitment and decreasing turnover intentions (Grover and Crooker, 1995). Properly designed HR practices, more adaptive job content and development of opportunities for older workers can engage them in job crafting and learning (Knies et al., 2015). In addition, job satisfaction may influence the decision regarding organizational withdrawal (Dickey et al., 2011; Kristensen and Westergaard-Nielsen, 2006). Moreover, employees who are satisfied with their lives tend to exhibit a higher level of job satisfaction and are less likely to leave the organization. This is of particular importance in the case of mature employees (Cheng et al., 2016). They frequently experience a stereotypical perception of their professional activity, e.g. ageism (Palmore 1990; Levy and Banaji, 2002), resulting in lower commitment levels and a greater desire for early retirement.

Consequently there is now considerable interest in HR practices which take into account employees' age as well as the opportunities and threats associated therewith. However, relatively little is known about the determinants of older employees' job satisfaction and well-being, despite the importance that these variables have for employees' performance, and subsequently on the organization's success. As a consequence, it is logical that organizations should recognize various opportunities to enhance older employees' satisfaction and well-being, because if the organization treats employees well, they reciprocate by working hard to improve organizational effectiveness (Brunetto et al., 2013). This phenomenon is best reflected by the concept of perceived organizational support (POS).

The concept of POS can be defined as employees' general belief in the extent to which the organization appreciates their contribution and cares about their well-being (Eisenberger et al., 1986; Blackmore and Kuntz, 2011). Having evidence of the POS role regarding employee organizational behaviour and effective performance (Rhoades and Eisenberger, 2002), and considering that it

promotes job satisfaction and employee engagement (Eisenberger et al., 1990; Rhoades, and Eisenberger, 2002; Malhan, 2006; Juchnowicz, 2014, Kurtessis et al., 2017), it would be interesting to break the POS down into its various aspects. Moreover, one ought to analyse how more specific types of organisational support, e.g. encouraging personal development and promoting innovative behaviour, affect an employee, especially a senior one.

The matter is even more relevant in the Polish context which is quite unique within the EU. Even though the Polish population is relatively young, population ageing also constitutes a viable problem (CSOP, 2014). In addition, Poland is among the European countries with the lowest employment ratio for the 55-64 age group. The employment rate is half of that reported in Iceland and merely 60% for the entire Scandinavian Peninsula (Eurostat, 2016). In order to mitigate the negative impact of demographic changes and improve the employability of older workers, there is a need to conduct research aimed at determining the best methods of encouraging senior employees who possess valuable competences to remain in the organization.

The aim of the study was to examine whether the perceived support from the organization has an influence upon the work satisfaction and well-being of employees aged 50 and above. The study was conducted between 2015 and 2016 among 40 large and medium Polish innovative companies. The significance of this study lies in the fact that it answers the need for a more in-depth research into factors which may affect the satisfaction and motivation of the growing body of senior employees in organizations. Following a literature review aimed at developing the research hypotheses, a Partial Least Squares model was applied to test for the existence of a relationship between both dimensions of the perceived organizational support, job satisfaction and well-being. The results may prove useful to academics as a valuable contribution to the field, as well as to business managers in their efforts to ensure that their senior workers are committed, productive and healthy.

2. LITERATURE REVIEW AND HYPOTHESES

2.1. Ageing, age and stereotypes

EU member states are currently struggling with escalating problems of ageing which give rise to quantitative changes in individual age groups, posing a constantly exacerbating challenge for societies. By 2060, people aged 65 and above will constitute 28% of the population (European Commission, 2015). It is estimated that senior employees' (aged 55-64) quota in the total working

age population (employees aged 20-64) will grow by approximately one-third, i.e. from 15.4% in 2013 to 19.5%, by 2060. This influences the diminishing pension benefits and encourages serious debate regarding the period of professional activity being extended (CIPD, 2014). In addition, it may also facilitate a change of attitude towards employees aged 50 and above (Altmann, 2015). However, changing these attitudes may not be sufficient, because many personnel-related decisions in organizations regarding recruitment, training, assessment and creating positions for the over-50s, are driven by stereotypical perceptions (Avolio and Barrett, 1987; Karpinska et al., 2013; Hirschfeld and Thomas, 2011; Perry et al., 1996). Senior employees, when compared with their juniors, tend to be viewed as less productive, less motivated, unwilling to participate in development processes and training, or prone to experience problems with adapting to changes and new technologies (Ng and Feldman, 2013; Cuddy et al., 2005; Posthuma and Campion, 2009; Rabl, 2010; Maurer et al., 2008). In many cases, those stereotypes are harmful. For example, 47% of employed British respondents aged 50 and above expressed interest in taking up training that would allow them to gain new skills (DWP, 2015), therefore training and opportunities for development may help senior employees combat discrimination (Van Veldhoven and Dorenbosch, 2008). However there are also positive stereotypes associated with this group of employees, who frequently are perceived as more loyal, credible, committed, focused upon their work, professional, tactful and empathic than their younger colleagues (Taneva et al., 2014). Despite the above, negative stereotypes prevail and the ageing deficiency model is deeply rooted (Duncan et al., 2000). This may fuel the phenomenon of self-fulfilling prophecy when stereotypical perception is detrimental to the commitment to pro-developmental activities (Armstrong-Stassen and Templer, 2005). Employees exposed to negative stereotyping express a greater desire to leave the organization or retire (Gaillard and Desmette, 2010). According to Ng and Feldman (2010), most seniors manifest a positive attitude towards work, are involved in the organization and actively look for development opportunities. This means that several of the stereotypes are harmful, not reflected in reality and worth challenging (Wood et al., 2008).

2.2. HR practices and innovative behaviour

Nowadays, all organizations seeking to survive must, at least to some extent, take innovativeness into consideration. Ostroff and Bowen (2016) underline that there is a distinction between practices intended by organiza-

tions and practices perceived by employees. HR practices signal employees which responses and behaviour are expected, rewarded and valued in an organization. Properly adapted HR practices may help in facilitating employees' innovative behaviour, which form the basis of innovative processes in the organization (Donate et al., 2016; Jiang et al., 2012; Shipton et al., 2006). The effectiveness of HR practices, also in the context of innovative behaviour, among other factors, is additionally facilitated by impersonal trust (Vanhala and Ritala, 2016, Lewicka and Krot, 2014).

Innovation-related behaviour occurs only in those organizations which provide a context containing both enabling and motivating conditions for it (Van de Ven Angle, 2000, p. 164). In light of the above, the perceived HR practices and the reward system are crucial to "the extent that rewards and evaluations are allocated on the basis of creativity and innovative results" (Tesluk et al., 1997, p. 34). Moreover, practices aimed at development and learning processes may facilitate organizational innovation (Høyrup, 2010; Sung and Choi, 2014; Sheehan et al., 2014; Chen and Huang, 2009). In general, investment in training and development offers several positive outcomes, and affects performance (Sung and Choi, 2014), exerts a positive impact upon employee commitment, promotes learning culture, and develops social capital. All these are associated with innovation (Sheehan et al., 2014; Chen and Huang, 2009). Organizations must support competence development practices (e.g. job rotation programs, mentoring and training) not only to improve the effectiveness of present employees but also to signal that decision-makers are willing to invest in them beyond short-term returns (Paré and Tremblay, 2007). This is especially important for senior employees.

2.3. Perceived organizational support, satisfaction and well-being

Bearing in mind the above-mentioned conclusions, it would be prudent to discuss the role of the concept of perceived organizational support (POS, Rhoades and Eisenberger, 2002). Eisenberger et al. (1990) found a positive relationship between POS and employee diligence, commitment, and innovation. In addition, Zumrah et al. (2012) identified a positive relationship between perceived support in a work environment and beneficial knowledge sharing and job satisfaction (Zumrah and Boyle, 2015; Tsai et al., 2015). For years the literature has defined organizational support as a variable related to numerous outcomes desirable for both employees (e.g. job satisfaction, positive mood) and the organization (e.g. affective commitment, performance, and decreased tendency for withdrawal) (Rhoades and Eisenberger, 2002).

The relationships can be explained by a reference to two theories: the social exchange theory (Blau, 1964) and the signalling theory (Casper and Harris, 2008). Although in recent years the views on the social exchange theory have changed, researchers are unanimous in the opinion that a series of interactions generates obligations. Job satisfaction and organizational commitment constitute outcomes of a social exchange because they bounce the perception of the character of exchange between the employee and the organization (Van Knippenberg and Sleebos, 2006). On the other hand, the signalling theory is based upon the phenomena of interpersonal communication. The theory explains employee behaviour in the context of access to information (Spence, 1973; Casper and Harris, 2008). For example, the HR department can decide on how to communicate information to an employee, whereas the employee has a choice regarding the response to the message. The above is compatible with the aforementioned reflections of Ostroff and Bowen (2016) referring to HR perception.

If the organization signals to employees that it cares about their development, the employee interprets it that he/she is important to the organization (Aguinis and Kraiger, 2009). There exist relationships between the perceived support for competence development and job satisfaction (Mikkelsen et al., 1999; Lee et al., 2003; Heilmann et al., 2015; Marescaux et al., 2013) and relationships between the perceived support for skills development and subjective health (Mikkelsen et al., 1999; Meyer and Maltin, 2010). Such signals are particularly important for older employees because these reinforce their sense of being a valuable resource for the organization.

Similarly, if employees receive signals (on the basis of HR observed practices) that certain actions, e.g. innovative behaviour, are supported by a reward system, they are likely to make efforts to obtain such bonuses. After fulfilling the task and gaining the reward, they may feel good and subjectively satisfied. Scott and Bruce (1994) suggest that a climate which signals employees that exhibiting innovative behaviour is welcome may offer many gains. This refers to the “climate-for” innovation which promotes behaviour related to the development of innovation (Sarros et al., 2008; Reichers and Schneider, 1990). This climate positively correlates with employees’ job satisfaction (Lukić et al., 2014; Sockel et al., 2004; Garcia-Budaes, 2015).

In light of the above, it can be ventured that senior employees’ perception of how the organization supports them may affect their level of job satisfaction and the sense of well-being. Therefore, the following hypotheses were developed:

- Hypothesis 1a. There is a statistically significant, positive impact of the perception of organizational support for employee development on the job satisfaction of employees aged 50+.
- Hypothesis 1b. There is a statistically significant, positive relationship between the perception of organizational support for employee development and the well-being of employees aged 50+.
- Hypothesis 2a. There is a statistically significant, positive relationship between the perception of organizational support for innovation and the job satisfaction of employees aged 50+.
- Hypothesis 2b. There is a statistically significant, positive relationship between the perception of organizational support for innovation and the well-being of employees aged 50+.

In addition, employees who believe they have their organization's support are more inclined to positively evaluate various aspects of their employment (Blackmore and Kuntz, 2011) since they feel safer in the knowledge that the organization values their welfare (Eisenberger et al., 1986). Such an approach will undeniably foster satisfaction, which will lead to a higher level of well-being (Judge and Kinger, 2007).

Empirical studies indicate that people experiencing well-being are more willing to collaborate and engage in interactions with others (Lount, 2010; De Neve et al., 2013). This is also known to contribute to longevity and overall health (Diener and Chan, 2011). In turn, a higher level of commitment will emerge from the application of pro-development practices and will result from a desire to reciprocate by contributing to the organization.

Kooij et al. (2013) established that the impact of HR practices on employee well-being and performance changes with age. They distinguished three bundles of HR practices: development HR practices (e.g. training), maintenance HR practices (help an employee to maintain their current performance in face of new challenges, e.g. performance appraisal), and job-enrichment HR practices which elicited a higher job performance among older workers. They observed that the relationship between maintaining HR practices and well-being, as well as between development HR practices and employee performance, become stronger with age. It may be worthwhile to investigate whether older employees are indeed more receptive to organizational efforts aimed at supporting their personal development as far as their well-being is considered. Given the above, the next hypothesis was developed:

- Hypothesis 3a. The perceived organizational support for employee development has a stronger impact upon the well-being of employees aged 50+ than the perceived support of innovation.

Among many variables which may exert an influence upon the positive behaviour of employees, including the innovative approach to work, job satisfaction occupies a central place. Locke (1976) describes job satisfaction as a pleasant or positive emotional state resulting from the assessment of an individual's experience or from work. Several studies demonstrated a positive relationship between the perceived competence development opportunities (or POSD) and work-related attitudes, such as job satisfaction (Mikkelsen et al., 1999; Hand and Bruvold, 2003). Other studies reported a relationship between innovative culture (POSI) and job satisfaction (Übuis and Alas, 2013).

In particular, Drabea et al. (2015) analyzed the moderating role of age in the relationship between situational job characteristics and job satisfaction. They concluded that older employees' job satisfaction is driven by different factors than that of their younger counterparts. It was observed that junior employees put more emphasis on good relationships with colleagues, while advancement opportunities are less important. Likewise, there is evidence that the perceived social support may help to alleviate the negative impact of perceived age discrimination on job satisfaction (Macdonald and Levy, 2016). It would seem that employees aged over 50 are more receptive to organizational efforts towards supporting their personal development as far as the job satisfaction levels are concerned. Therefore, a further hypothesis was proposed as follows:

- Hypothesis 3b. The perceived organizational support for employee development has a stronger relationship with job satisfaction of employees aged 50+ than the perceived support of innovation.

As mentioned previously, there exist numerous stereotypes concerning organizational behaviour of workers aged 50 + which also apply to innovation. Ng and Feldman, (2013) undertook a meta-analysis regarding age and innovation. They established that innovative behaviour may increase with age and tenure, and that this relationship is curvilinear. Bertschek and Meyer (2010) suggest that older workers in general never harm firms' innovation, as they lack the appropriate skills. Various factors influence the innovative behaviour, however numerous studies showed that organizational support may facilitate innovative behaviour (Bhatnagar, 2014; Janssen, 2005). Support for the development and training of competencies can be one of the areas of employee support significant for older workers. Organizational support for employee development signals that workers are valuable to the organization, it also triggers positive, innovative behaviour. Based upon studies in Poland, Lewicka (2015) suggests that HRM practices,

including training and development can successfully influence innovation-related behaviour. Similar conclusions emerge from a study by Sanders et al. (2010). Bearing in mind the above-mentioned remarks, the next hypothesis was proposed:

- Hypothesis 4. There is a statistically significant, positive relationship between the perceived organizational support for employee development and the perceived organizational support for the innovation development of employees aged 50+.

Meyer and Maltin (2010) affirmed that both job satisfaction and organizational commitment can be considered as important HRM-related outcomes. They are expected to exert an influence upon employee-relevant issues such as health and well-being. In addition, Faragher et al. (2005) arrived at a similar conclusion and argued that job satisfaction is an important factor for the health of workers. A meta-analysis undertaken by Bowling et al. (2010) proved the existence of a significant relationship between job satisfaction and subjective well-being. However, the strength of the relationship varied considerably across studies. As a consequence, the authors suggested that substantive moderators may influence it (Bowling et al., 2010, p. 925). Therefore, the final hypothesis states the following:

- Hypothesis 5. There is a statistically significant, positive relationship between the well-being and job satisfaction of employees aged 50+.

3. RESEARCH METHODOLOGY

3.1. Research design and premise

The present study was carried out as part of a project entitled *Competence potential of selected employee groups in terms of diversity management in innovative enterprises*, funded by the National Centre of Science under project no. 2013/09/B/HS4/01307.

The target list of companies was an aggregated list, compiled on the basis of several lists of innovative enterprises published in Poland, i.e. the annual Polish Academy of Science ranking titled “500 most innovative companies in Poland” (Raport, 2012), as well as rankings developed by *Wprost* (Wprost, 2013), and *Gazeta Prawna* (Ranking 500, 2013).

In order to be included in the target list, companies had to meet two criteria: 1) they introduced at least one innovation during the period 2012-2015, and 2) were located in one of the four target Polish provinces situated in South, South-East and Central Poland. Ultimately, 40 companies – 26 large

and 14 medium-sized were selected. Of the total, 21 operated internationally and 19 in the domestic market. Various industries and sectors were present in the list: 42.5% were production companies, 15% offered high-tech solutions, 12.5% financial services, 12.5% social services, and 17.5% miscellaneous. Most of them introduced innovations on a domestic scale. Innovations on a larger scale typically emerged in international corporations. Companies refused to reveal information concerning financial data related to innovations, e.g. investment in innovations, investment in R&D, or return on such investments.

The study was carried out with the collaboration of the companies' HR departments. The study utilized paper questionnaires, which were delivered by post (each in an envelope). Due to legal conditions concerning personal data protection, it was not possible to obtain lists of employees and apply random sampling. As a consequence, information concerning age, gender, and position was collected on the basis of questionnaire metrics. The initial group of respondents was composed of 1365 employees, of which only 242 were over 50 years old.

Based on the literature review, it can be argued that the terms "ag(e)ing", "older" and "mature" are used synonymously and interchangeably when related to employees. However, the age threshold for older workers in various studies may range from 40 (Buyens et al., 2009) to 50 (Armstrong-Stassen and Templer, 2005; Armstrong-Stassen and Cattaneo, 2010), and even 65 years of age (McCarthy et al., 2014). For the purpose of this study, older workers were considered to be over 50, following the recommendation of the OECD: 'the age of 50 is not meant to be a watershed in and of itself in terms of defining who is old and who is not, but it does correspond to the age after which labour force participation rates begin to decline in many countries' (OECD, 2006, p. 16). In fact there is a considerable amount of studies which examine the group of employees aged 50+ (Armstrong-Stassen and Templer, 2005; Armstrong-Stassen and Cattaneo, 2010; Jenkins and Jackson, 2014; Krężel, 2017; Loretto and White, 2006; Roper, 2016; Shacklock et al., 2009). In addition, this age-span corresponds with the acknowledged parameters of the Baby Boomer generation. Baby Boomers differ from other generations in terms of their level of work engagement as well as the relationship between work engagement and turnover intention (Park and Gursoy, 2012). Furthermore, the surveyed age group is a particularly high-risk group in terms of the contemporary economic and social indicators in Poland (Wiktorowicz, 2013).

3.2. Research model

The aim of the study was to assess if the two aspects of the perceived support from organization, namely Perceived Organizational Development Support (POSD) and Perceived Organizational Support for Innovation (POSI), are correlated with senior employees' work satisfaction and well-being. Therefore, the intention was to identify more specific facets of the POSD (Eisenberger et al., 1986). As a consequence, new measures were developed.

POSD demonstrates the perceptual information referring to the supportiveness of organizational practices for personal development support. The role of the support for competence development was discussed by Kraimer et al. (2011), Mikkelsen et al. (1999), Lee et al. (2003), Heilmann et al. (2015), and Marescausux et al. (2013) among others. Despite the fact that researchers have discussed the importance of organizational support for employee development, no single conceptualization of this construct dominates the literature. Kraimer et al. (2011) proposed a scale for the Organizational Support for Development, however it relates only to the formal aspect of development, namely programs and training. They found a positive relationship between Organizational Support for Development and job performance, yet it was only valid when the perceived career opportunity within the organization was high.

For the purpose of the study, employee development refers to a broader range of activities than merely formal training and programs. Development may take place in various situations, especially when the organization provides a work environment supporting competence development. Apart from formal training, this encompasses new professional experience gained in various forms such as the on-the-job improvement, performing new tasks, participating in projects, mentoring, coaching and other activities. The experience which enables the use of one's potential is a very significant form of development among adults (Kolb, 2014). It may also be very valuable in the case of employees aged 50+ who have long tenure and are very experienced.

The second construct, i.e. the perception of organizational support for innovation (POSI) was proposed on the basis of literature findings referring to the role of climate in the context of innovative behaviour creation. In this context, climate is defined as the shared perceptions of organizational policies, practices, and procedures (Reichers and Schneider, 1990). A particular climate may signal employees that manifesting innovative behaviour is welcome and may offer them additional gains (Scott and Bruce, 1994). The final scale of the POSI was based on the research performed by Ekvall (1996), Bartol and Srivastava (2002), and Wasko and Faraj (2005). Elements

of the POSD and of the POSI are presented in Table 7. The respondents were requested to define the extent to which they agree with the specific statements (1=strongly disagree to 5=strongly agree).

Job satisfaction (JS) was assessed as a single construct on a 4-item scale (Saks, 2006). The respondents were requested to state the extent to which they were satisfied with the specific aspects of their work on a scale from 1 to 5, following the works of Bakotic and Babic (2013), Tan and Waheed (2011), Sousa-Poza and Sousa-Poza (2000), Drabea et al. (2015) and Truxillo (2012).

The final dimension, employees' well-being (WB), was evaluated with part of the Warwick–Edinburgh Mental Well-Being Scale (WEMWBS; Warwick Medical School, 2006). The scale was applied by other authors for assessing employee well-being in the context of older employees' satisfaction (D'Angelo et al., 2016; Agarwal et al., 2011) and engagement (Malinowski et al., 2015). The respondents defined their subjective well-being in the previous two months by means of one of the five statements (1=never; 2=rarely; 3=sometimes; 4=often; 5=very often).

The final model and the hypothesis are presented in Figure 1.

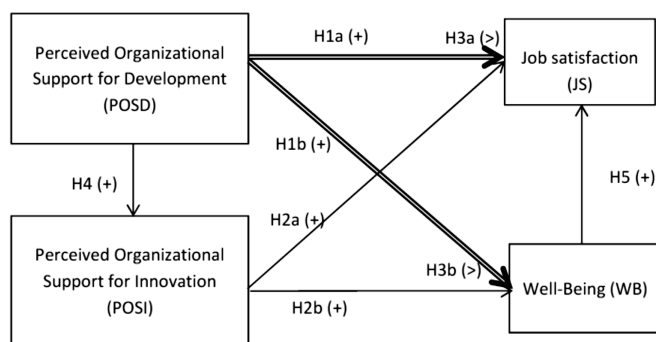


Fig. 1. Research model and hypotheses

Source: authors' own.

4. RESULTS AND DISCUSSION

This paper analyses data collected in the group of employees aged 50+. The sample consisted of 242 employees. Ultimately, 10 answers were discarded from the final dataset because they were blank. The remaining few missing values were substituted by the mean values for the indicator because they were MCAR (missing completely at random). The G*power software (Faul et al., 2009) for a one-tail test for linear multiple regressions and two

predictors (power=0.95; α =0.05; effect size $f^2 = 0.15$) suggests that the minimum sample ought to number at least 74 respondents. This is relatively fewer than the 242 cases analysed in the present study. This discrepancy yields a power of 99.99% considering that the most complex regression of the model has only two antecedent constructs connected to an endogenous construct (Green, 1991).

Following Tehseen et al. (2017), there exist different methods to control or analyze the impact of a possible common-method variance CMV. The first type of these methods deals with procedure remedies, or ex-ante measures which will help separating the independent and dependent variables if data from different subjects are impossible to obtain, which occurred in the present study. An attempt was made to establish a psychological separation between measuring Job Satisfaction and the remaining constructs by means of physically separating them in an extensive study (260 questions for different project aims). As a consequence, by the time the respondent reached the assessment of the dependent variables they have forgotten the answers to the items concerning the independent construct. In addition, in order to minimize apprehension and social desirability constituting two of the main sources of the CMV, the data collected and processed in the study was to be anonymous. Regarding the statistical methodologies, Hartman’s test showed that there was more than one factor, and that the first factor only accounted for 30.553% of the total variance, thus negating the presence of the CMV.

The description of the sample can be found in Table 1. Female and male respondents were represented almost equally, and the majority of them had higher education degrees (master or bachelor). As for the hierarchical distribution, nearly half of the respondents held specialist positions, 28% were managers, while 22% held lower grade jobs. The mean age was 56, and the distribution conforms with normality according to the Kolmogorov-Smirnov test (0.095, p-value: 0.000).

Table 1
Sample demographics

| | | | | | |
|------------------|-----------|-------------|------------|-------------|--------------------------------|
| Gender | Male | 126 (52.1%) | Female | 116 (47.9%) | |
| Position | Manager | 68 (28.1%) | Specialist | 114 (47.1%) | Operational Work 53 (21.9%) |
| Schooling | Higher Ed | 146 (60.3%) | Secondary | 66 (27.3%) | Other/Not specified 18 (11.6%) |

Source: authors' own.

Table 2. Partial correlation matrix

| | Mean | SD | POSD 1 | POSD 2 | POSD 3 | POSD 4 | POSI 1 | POSI 2 | POSI 3 | JS1 | JS2 | JS3 | JS4 | WB1 | WB2 | WB3 | WB4 |
|--------|-------|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|-----|
| POSD 1 | 3.222 | 1.115 | 1 | | | | | | | | | | | | | | |
| POSD 2 | 3.335 | .981 | .791** | 1 | | | | | | | | | | | | | |
| POSD 3 | 3.550 | .861 | .461** | .584** | 1 | | | | | | | | | | | | |
| POSD 4 | 3.407 | 1.056 | .498** | .543** | .468** | 1 | | | | | | | | | | | |
| POSI 1 | 3.351 | .986 | .542** | .588** | .548** | .536** | 1 | | | | | | | | | | |
| POSI 2 | 3.177 | .993 | .545** | .585** | .534** | .513** | .790** | 1 | | | | | | | | | |
| POSI 3 | 3.258 | 1.028 | .564** | .625** | .559** | .574** | .732** | .831** | 1 | | | | | | | | |
| JS1 | 4.131 | .762 | .309** | .371** | .220** | .226** | .277** | .320** | .358** | 1 | | | | | | | |
| JS2 | 3.712 | .940 | .345** | .406** | .251** | .218** | .362** | .397** | .478** | .432** | 1 | | | | | | |
| JS3 | 3.780 | .855 | .322** | .410** | .318** | .468** | .513** | .521** | .505** | .331** | .353** | 1 | | | | | |
| JS4 | 3.815 | .733 | .340** | .396** | .407** | .283** | .428** | .434** | .393** | .244** | .248** | .434** | 1 | | | | |
| WB1 | 2.017 | .887 | -.276** | -.290** | -.217** | -.249** | -.344** | -.215** | -.226** | -.0115 | -.261** | -.233** | -.251** | 1 | | | |
| WB2 | 2.381 | .828 | -.369** | -.363** | -.275** | -.241** | -.332** | -.330** | -.277** | -.189** | -.209** | -.370** | -.459** | .562** | 1 | | |
| WB3 | 3.717 | .836 | .293** | .290** | .148* | .286** | .314** | .291** | .281** | 0.088 | .288** | .337** | .312** | -.473** | -.471** | 1 | |
| WB4 | 3.768 | .829 | .329** | .335** | .204** | .299** | .376** | .321** | .365** | .232** | .315** | .365** | .300** | -.399** | -.499** | .655** | 1 |

*** p<0.001, ** p<0.01, *p<0.05

Source: authors' own.

When considering partial correlations between the individual items (see Table 2), it can be observed that the satisfaction with opportunities for competence development in organizations is positively correlated with the satisfaction regarding economic aspects and satisfaction with interpersonal relations. The perception of the organization's atmosphere as facilitating the development of innovative ideas influences the satisfaction with interpersonal relations and satisfaction with duties and responsibilities. Incentives to submit innovative ideas result in the satisfaction with interpersonal relations and satisfaction with economic aspects.

SmartPLS 3.0 (Ringle et al., 2015) was used to compute the model illustrated in Figure 1 (300 iterations, bootstrapping with 7000 iterations). A composite-based method based on reflective items (Diamantopoulos et al., 2008) was preferred to a factor-based method for the sake of robustness (Rigdon, 2012). The PLS approach was recognized as useful and convenient when dealing with management research (Hair et al., 2012, 2013). The proposed model displays four constructs: job satisfaction (JS), perception of well-being (WB), perceived organisational support for personal development (POSD) and perceived organisational support for innovative behaviour (POSI). All the constructs are measured in this study as multi-item constructs considered as one whole concept or as a global approach, as opposed to focusing upon specific areas or facet approach (Coomber and Barribal, 2007). As a consequence, they are analysed as composites (reflective items).

Table 3

Model fit criteria (bootstrapping: 7000 iterations, 1 tail)

| SRMR | Original Sample (O) | Sample Mean (M) | 95% | 99% |
|------------------------|---------------------|-----------------|--------|--------|
| Saturated Model | 0.073 | 0.081 | 0.128 | 0.137 |
| Estimated Model | 0.073 | 0.080 | 0.128 | 0.136 |
| dULS | Original Sample (O) | Sample Mean (M) | 95% | 99% |
| Saturated Model | 0.647 | 0.887 | 1.970 | 2.237 |
| Estimated Model | 0.646 | 0.873 | 1.977 | 2.213 |
| dG | Original Sample (O) | Sample Mean (M) | 95% | 99% |
| Saturated Model | 0.272 | 8.827 | 18.379 | 22.191 |
| Estimated Model | 0.271 | 8.718 | 18.476 | 22.716 |

Source: authors' own.

The goodness-of-fit indicators of the structural model are shown in Table 3. According to Henseler et al. (2014), the approximate or estimated model is considered valid if the SRMR is under 0.08. In this study, the index is 0.074. In addition, in order to measure the goodness-of-fit of the confirmatory composite saturated model, Henseler et al. (2016) propose to assess if the SRMR, dULS and dG indicators are lower than the 95% bootstrap quantile of the same (HI95 of SRMR, HI95 of dULS and HI95 of dG), which they are.

The path coefficients and their significance, shown in Table 4, were analysed using one-tail tests, since all the relationships tested as positive. The f^2 indicator included in the table determines the influence of the introduction of a latent variable upon a dependent construct, altering its R^2 (Hair et al., 2017).

Table 4

Significance analysis of structural model (PLS: 300 iterations; bootstrapping: 7000 iterations; 1 tail)

| Hypothesis | β | t-value | p-value | 95% CI | f^2 (influence) | Hypothesis supported? |
|-----------------------------|---------|---------|----------|----------------|---------------------|-----------------------|
| H1a: POSD \rightarrow JS | 0.154 | 1.746 | 0.040** | [0.008; 0,298] | 0.020 (weak) | Yes |
| H1b: POSD \rightarrow WB | 0.269 | 3.333 | 0.000*** | [0.139; 0,406] | 0.042 (moderate) | Yes |
| H2a: POSI \rightarrow JS | 0.426 | 5.241 | 0.000*** | [0.293; 0,560] | 0.158 (substantial) | Yes |
| H2b: POSI \rightarrow WB | 0.219 | 2.640 | 0.004** | [0.079; 0,352] | 0.028 (moderate) | Yes |
| H4: POSD \rightarrow POSI | 0.738 | 22.569 | 0.000*** | [0.682; 0,790] | 1.195(substantial) | Yes |
| H5: WB \rightarrow JS | 0.256 | 4.928 | 0.000*** | [0.174; 0,343] | 0.101 (moderate) | Yes |

*0.01 < p-value \leq 0.1; **0.001 < p-value \leq 0.01; ***p-value \leq 0.001

Source: authors' own.

In addition, Table 5 shows the data under hypotheses 4a and 4b.

Table 5

Hypotheses not pertaining to the significance analysis of structural model

| Hypothesis | Path comparison | Hypothesis supported? |
|--------------------------------|-----------------|-----------------------|
| H3a: $\beta(H1a) > \beta(H2a)$ | 0.154 < 0.426 | No |
| H3b: $\beta(H1b) > \beta(H2b)$ | 0.269 > 0.219 | Yes |

Source: authors' own.

Table 6 outlines the indicators for validity and reliability of the model and the constructs. Almost all of the constructs comply with the indicator reliability (outer loadings > 0.7), except for two items in job satisfaction

which come close to being compliant. The indicators for internal consistency reliability (Cronbach's $\alpha > 0.7$; composite reliability > 0.8) and convergent validity (AVE > 0.5) demonstrate that the constructs are strong. Content validity is provided by the literature from where the items were extracted.

Table 6

Discriminant validity. Fornell-Lacker criterion / HTMT criterion (shaded)

| | JS | POSE | POSI | WB |
|-------------|--------------|--------------|--------------|--------------|
| JS | 0.707 | <i>0.763</i> | <i>0.809</i> | <i>0.649</i> |
| POSE | 0.579 | 0.820 | <i>0.846</i> | <i>0.521</i> |
| POSI | 0.646 | 0.738 | 0.925 | <i>0.484</i> |
| WB | 0.500 | 0.432 | 0.419 | 0.794 |

Source: authors' own.

The scales' discriminant validity was successfully tested using the Fornell-Larcker (1981) criterion and the HTMT criterion, as shown in Table 7. In addition, the analysis of cross loadings between items reinforced the strength of the constructs. This was a feature of interest considering the theoretical likeness between the POSD and POSI, both being part of the same concept (POS), as was expressed in the literature review.

The results show that six out of all seven hypotheses were supported (all except H3a, see Tables 4 and 5). The POSD proved to exert an impact upon both job satisfaction and well-being. These results were hardly surprising since access to training and opportunities for professional development is commonly recognized as a source of professional satisfaction (Burke et al., 2012; Hao et al., 2007). However, the high path coefficients between the POSI and job satisfaction and well-being are considerably more interesting. Such high values may be indicative of the significance of pro-development activities for mature employees, as well as the importance of incentives when undertaking pro-innovation activities aimed at this age group.

Hypothesis 3a cannot be fully supported on the basis of the present study since it was expected that the POSD would exert a greater impact upon job satisfaction of employees aged 50+ than the POSI. It can be noted that these results are consistent with those reported by Kooij et al. (2011) who indicated that the need for development decreases with the increasing age of employees and is replaced by the growing need for security. According to Baltes et al. (1999), an insufficient level of skills in older employees leads to a greater interest in finding means to compensate/maintain the skills at a particular level, rather than seeking new development opportunities. This

Table 7. Constructs / indicators

| | Mean | SD | Loadings | Cronbach's alpha | Composite reliability | AVE | References (adapted) |
|---|-------|-------|----------|------------------|-----------------------|-------|--|
| Job satisfaction (JS) | | | | 0.67 | 0.799 | 0.500 | Drabea et al., 2015. |
| I'm satisfied with my work environment (safety, light, noise, temperature, equipment). | 4.056 | 0.752 | 0.635*** | | | | Saks, 2006. |
| I'm satisfied with the economic aspects of my job (salary, financial rewards, insurance). | 3.581 | 0.939 | 0.690*** | | | | Sousa-Poza and Sousa-Poza, 2000. |
| I like the interpersonal relationships at work (quality of relations with superiors and with other employees, the atmosphere of competition, cooperation, feedback from superiors). | 3.659 | 0.864 | 0.794*** | | | | Tan and Waheed, 2011. |
| I like my job activities and tasks (monotony and repetition, responsibility, self-confidence). | 3.743 | 0.733 | 0.701*** | | | | Truxillo, 2011. |
| Perceived organizational support for development (POSID) | | | | 0.835 | 0.891 | 0.672 | Kraimer et al, 2011. |
| My organization and the Human Resource department support the development of my competences | 2.997 | 1.117 | 0.850*** | | | | Kolb, 2014. |
| I am pleased with the opportunities to develop my competences provided by my organization. | 3.17 | 0.983 | 0.904*** | | | | |
| My organization takes full advantage of my potential. | 3.434 | 0.864 | 0.756*** | | | | |
| My immediate supervisor supports the improvement of my competences. | 3.207 | 1.06 | 0.759*** | | | | |
| Perceived organizational support for innovation (POSI) | | | | 0.915 | 0.946 | 0.855 | Reicher and Schneider, 1990. |
| The climate of my organization promotes the development of innovative ideas. | | | | | | | Ekvall, 1996. |
| Formal practices in the organization are conducive to the search for innovative ideas by employees. | 3.182 | 0.99 | 0.909*** | | | | Bartol and Srivastava, 2002. |
| My organization provides me with opportunities and we are encouraged to submit new ideas. | 2.992 | 0.997 | 0.941*** | | | | Wasko and Faraj, 2005. |
| | 3.056 | 1.026 | 0.923*** | | | | |
| Well-Being (WB) | | | | 0.806 | 0.872 | 0.631 | Warwick-Edinburgh Mental Well-Being Scale (WEMWBS) |
| I've been seeing the future as bleak (R) | 3.862 | 0.889 | 0.736*** | | | | |
| I've been feeling that I lack energy (R). | 3.504 | 0.831 | 0.809*** | | | | |
| I've been feeling cheerful. | 3.603 | 0.837 | 0.812*** | | | | |

Source: authors' own.

seems to be corroborated in studies by Ebner et al. (2006) who indicate that as people get older, a shift of interest occurs from the youthful desire for development towards prevention and compensation at an older age. Therefore, the strong impact of the POSI on JS in senior employees requires more insight. This seems to further support the idea that such employees strive to demonstrate their “utility” to the organization since positive outcomes of innovative activities are usually publicly disseminated, and may be beneficial to their image and prevent their self-assessment from being affected by meta-stereotypes.

In addition, H4 being supported may translate into improved job designs for mature employees. The POSD may stem from having a job with high autonomy, freedom, responsibility, and/or opportunities to use employees’ knowledge and skills, which in turn gives them a sense of meaning and leads to the perception of innovative support.

Finally, the positive relationship between well-being and the satisfaction of employees aged 50+ (H5) may facilitate the development of age-inclusive HR strategies helping older workers maintain or improve their health and well-being so that they feel more satisfied at work, thus striving for a better performance.

5. CONCLUSIONS, IMPLICATIONS, LIMITATIONS AND DIRECTION FOR FUTURE RESEARCH

On the one hand, the study’s findings broaden the still fragmentary knowledge of the conditions under which ageing is likely to have a more or less positive impact upon innovative behaviour, and on the other hand, they provide an insight into the way organizations may adjust their HR practices to satisfy mature workers and extend their job satisfaction.

The current situation with regard to the ageing working population demands that employers become prepared for imminent quantitative and qualitative changes in their HR plans. The fact that employees must remain professionally active for a longer period of time is reflected in legislative changes postponing retirement across many EU member states. The search for solutions enabling senior workers to be professionally active as long as possible has become a necessity. Therefore, organizational efforts aimed at providing employees with working conditions on a par with their actual needs and ensuring that employers receive the expected benefits, are currently in high demand.

When searching for effective means of utilizing senior employees' competences and improving their work efficiency, adequate HRM practices are worth looking into (Albrecht et al., 2015; Alfes et al., 2013). Understanding the antecedents of job satisfaction and well-being for older employees would be useful for organizations striving to foster policies which focus upon preventing age discrimination and reducing the anxiety of ageing (Macdonald and Levy, 2016). Therefore, academics ought to focus upon the identification of practices which would improve senior employees' job satisfaction and well-being, thus contributing to the extended span of their professional activity.

The results presented here show that employees aged 50+ require organizational support in maintaining their job satisfaction and the sense of well-being, both in terms of development and innovative actions. In particular, the POSI is a stronger predictor of job satisfaction than the POSD, while the opposite can be observed for well-being. This implies that the development HR policies such as training, career development, and team-working are particularly beneficial to the well-being of older employees, while other innovation-related practices such as inclusion in innovative activities or fostering an innovative climate, may enhance their job satisfaction. These policies should provide employees with appropriate job attitudes which would persuade them to remain professionally active, as suggested by Kalokerinos et al. (2015). It was also revealed that there exists an influence on job satisfaction which stems from the well-being of these older employees.

A number of limitations were detected during this study. First, given that the nature of the study did not allow for random sampling, the results cannot be generalized to describe all employees in innovative organizations. However, they may provide HR managers with the tools for keeping their older employees healthy and satisfied in today's turbulent environment which requires companies to be innovative if they want to survive. In the same line of thought, obtaining data from diverse sources, for example from managers and younger colleagues about how they perceive the POSD and POSI may reinforce the tested model.

Secondly, Baby Boomers in Poland have a different background and situation than their foreign counterparts. For this reason, the results are mostly nation-dependent, which underlines the importance of conducting a cross-cultural or cross-national ageing research (Rakowska, Valdes-Conca, de Juana-Espinosa, 2015). The replication of this research in other age groups could also help to establish how to ensure the enhanced professional satisfaction and efficiency of workers belonging to different generations.

Finally, the mediating or moderating impact of other factors such as gender, income, job security or subjective age were not considered in the model. Future research could help to overcome this limitation. Moreover, because mature employees may not be able to perform certain jobs physically, specific job profiles ought to be considered as variables.

In conclusion, it is important to understand factors which constitute an organizational culture in order to adjust strategies and practices addressing mature workers in order for them to be effective. It is also necessary to respect the fact that not everyone wants to work for so long, however promoting the greater participation of mature people in professional life is essential not only for the survival of organizations in need of competent workers, but also in the context of social and societal needs.

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